WEST CHESTER AREA SCHOOL DISTRICT

Personnel Committee Meeting
Monday, November 23, 2026 6:00 PM
Spellman Education Center Board Room/Livestream
782 Springdale Drive
Exton, PA 19341

A.	Opening	
	A.1. Call to Order	Director Fleming
	A.2. Roll Call	
	A.3. Procedural Announcement	
B.	Public Comment	
	B.1. Public Comment Protocol	
	B.2. Public Comment	
C.	Approval of Personnel Committee Meeting Minutes	Director Fleming
	C.1. Approval of September 28, 2026 Meeting Minutes	Director Fleming
D.	Agenda Items	
	D.1. Employee Engagement Survey - Fall 2026	Ms. Ferraguto Rita
E.	Next Personnel Committee Meeting Date	
F.	Adjournment	
	F.1. Call to adjourn	Director Fleming

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Personnel Committee Meeting

Monday, September 28, 2026 6:00 PM
Spellman Education Center Board Room/Livestream
782 Springdale Drive
Exton, PA 19341

Minutes are considered draft until approved at next meeting.

A. Opening

A.1. Call to Order

Director Parkinson called the meeting to order at 6:00 PM

A.2. Roll Call

Attending Committee Members: Director Parkinson, Director Lahm, Director Campbell

Absent Committee Members: Director Fleming

A.3. Procedural Announcement

B. Public Comment

B.1. Public Comment Protocol

B.2. Public Comment - none

C. Approval of Personnel Committee Meeting Minutes

C.1. Approval of April 27, 2026 Meeting Minutes VOTE: 3-0

D. Agenda Items

D.1. Recruitment Data, March-September 2026

D.2. Attendance Data, School Year 2026-2027

D.3. Gallup Polling

D.4. Review and Approval of Student Intern Job Description VOTE: 3-0

E. Next Personnel Committee Meeting Date: November 23, 2026

F. Adjournment

F.1. Call to Adjourn

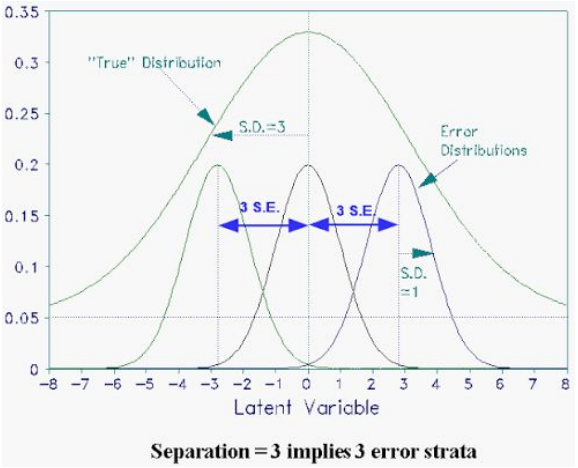
The meeting was adjourned at 6:45 PM

November Personnel Committee

Monday, November 23, 2026

Gallup Context





Separation = 3 implies 3 error strata

Extensive Research & Scale: Gallup developed the 12 items by analyzing data from over 25 million employees and tracking performance links across more than 100,000 business units globally.

Statistical Reliability: Independent academic assessments (such as cross-sectional studies in industrial settings) confirm high internal consistency (e.g., Cronbach's alpha values exceeding 0.90) and structural validity.

.

Higher Engagement Means Better Results...



18% HIGHER PRODUCTIVITY



22% HIGHER ORGANIZATIONAL CITIZENSHIP



23% HIGHER PROFITABILITY



70% HIGHER PERSONAL AND PROFESSIONAL WELL+BEING

Higher Engagement Means Better Results...



21%-51% LESS TURNOVER



63% FEWER SAFETY INCIDENTS



78% LOWER ABSENTEEISM

Managers Are Levers



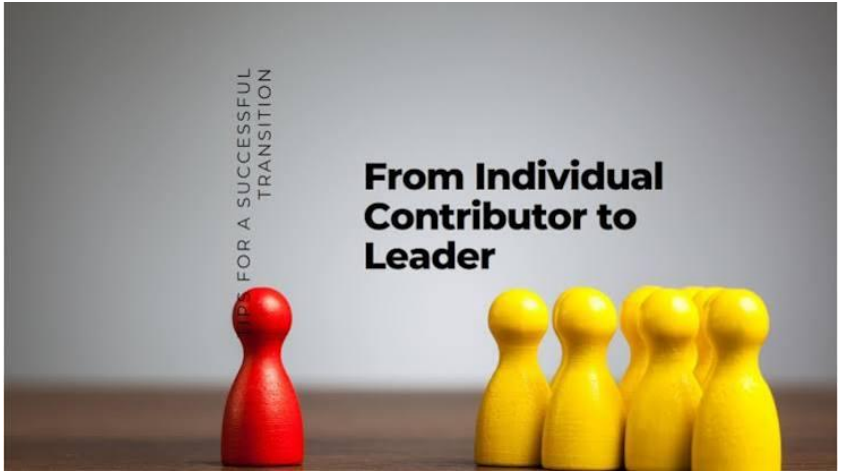
70% of the variance in team-level employee engagement is attributable to the manager.

Managers Are Also Facing Deficits



44% of managers nationally receive training on management.

65% of managers nationally are hired based on their tenure and individual-contributor experience.



Expectations of the Workplace Have Changed

The Past	The Present
My Paycheck	My Purpose
My Satisfaction	My Development
My Weaknesses	My Strengths
My Boss	My Coach
My Annual Review	My Ongoing Conversations
My Job	My Life

MANAGEMENT TEAM Employee Engagement Survey - Fall 2026

West Chester Area School District
Management Team

Survey Sample by Location: MANAGEMENT TEAM

Elementary Schools	i.s. (3)
Facilities & Operations	i.s. (1)
Prefer not to answer	21
Secondary Schools	9
Spellman Education Center	19

Note: i.s. Indicates “insufficient sample,” N<5

What We Have Learned:

MANAGEMENT TEAM



Our management team believes in WCASD and experiences meaningful relationships with supervisors, but we are not consistently creating the conditions for leaders to do their best work.

We have a foundation of caring leadership.





We have an opportunity to turn professional growth into stronger organizational performance.

What We Have Learned: MANAGEMENT TEAM



Recognition is our most significant engagement weakness.

We are not consistently creating an environment where people feel heard and empowered.





Organizational complexity is getting in the way of meaningful work.

Our Charge: MANAGEMENT TEAM

- We aim to meaningfully improve these measures for management team when the survey is next implemented (come spring):

In the last seven days, I have received recognition or praise for doing good work.

Our Next Steps: MANAGEMENT TEAM

- We reviewed our practices in recognizing Management Team members at our meeting on Tuesday, November 17, 2026.
- We reviewed survey data regarding Management Team recommendations related to recognition on Wednesday, November 18, 2026.
- We will be working with Management Team over the course of the 2026-2027 academic year to continue to reinforce how we recognize and support Management Team members.

ALL STAFF Employee Engagement Survey - Fall 2026

West Chester Area School District
Management Team

Survey Sample by Location

East HS	46
Henderson HS	50
Rustin HS	51
Fugett MS	39
Peirce MS	38
Stetson MS	31

East Bradford	8
East Goshen	22
Exon	9
Fern Hill	22
Glen Acres	15
Greystone	15
Hillsdale	16
Mary C Howse	15
Penn Wood	14
Starkweather	23
Westtown-Thornbury	18

Facilities & Operations	6
Spellman	40
Prefer not to answer	330

Note: i.s. Indicates "insufficient sample," N<5

What We Have Learned: ALL STAFF



WCASD attracts talented, committed people who care deeply about students.

Strong building-level leadership and relationships make a positive difference.





WCASD provides meaningful resources, opportunities, and professional flexibility.

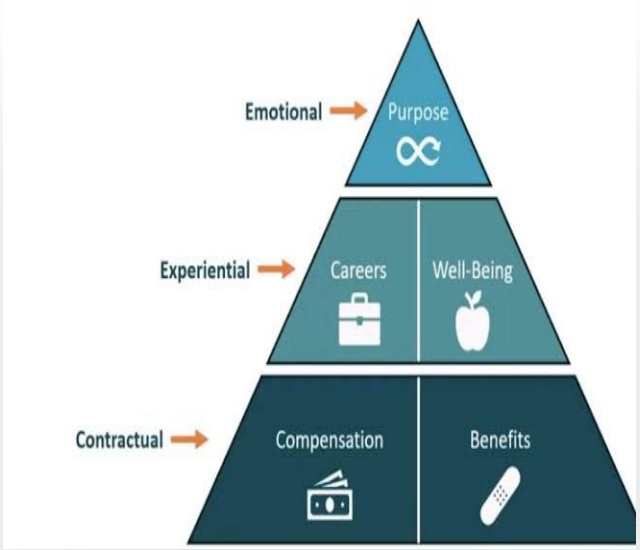
What We Have Learned: ALL STAFF

WCASD should reduce organizational friction and create more manageable, coherent work.



WCASD should work to build trust through communication, listening, and meaningful employee voice.





WCASD should strengthen the employee value proposition and demonstrate that we value all employees.

Our Next Steps: ALL STAFF

- Individual Meetings with All Schools happening between November 18, 2026 and December 11, 2026.
- Each principal is identifying one target area for improvement and working with HR and their manager to determine what levers will address the concentration area.
- We will administer the survey for a second time in April.